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The present grade structure which requires responsibility for administration and management in the top substantive research positions is incompatible with current practices and requirements. The GS-13 geographic intelligence officer and senior research compiler (IO Cartographer) must also be the deputy to the Branch Chief. Conversely, this means that other intelligence officers who equal the deputy in research and compilation ability and output cannot attain the 13 level because there is only one such position normally allocated to each Branch.

Such a grade structuring starting with the GS-14 as Branch Chief, one GS-13 as his deputy, and several 12's, 11's and 9's, essentially places an arbitrary maximum grade level of GS-12 on senior intelligence analysts and senior research compilers. Even though GS-12's are performing at the same level as GS-13's, producing work of equal quality, depth and maturity, they cannot be compensated for it because of the superficial requirement of administration for the GS-13. Since GS-12's and 13's are in many cases equal in ability, experience, educational background, and perform at the same difficult level in research, the added minimal responsibility of management for the GS-13 is of little if any significance in the determination of worth of the incumbents in doing the job that is required.

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It is proposed that the GS-13 level jobs in geographic intelligence research, cartographic and research compilation be freed of the requirement that the incumbent also be deputy branch chief and that ability in research, liaison, breadth of intelligence experience, training, language competence, briefing ability, writing ability, maturity of research judgement and individual capacity for the highest level of research activity become the factors relating to employee progress into a GS-13 job. A GS-13 should be an expert in a major component of the Branch program. The difference between a GS-14 Branch Chief and the GS-13's is obviously one of administrative and program directing responsibility, while the difference between GS-13 and 12 is basically one of ability in research, compilation and its associated activities. In practice, the GS-13 deputy chief must of necessity devote most of his time to carrying out his substantive program responsibilities and is only concerned with administrative matters during the absence of the Branch Chief. The point of cutoff between jobs that are predominantly research and those that are predominantly management really occurs not at the GS-13 level but at the GS-14 level. This means that the functional distinction between the Deputy Branch Chief, GS-13, and Senior Analyst, GS-12, is now invalid. As a result, the present grade structure does not reflect the actual organization of Branch resources and underclassifies some positions.

Regional branch staffing should be reorganized to show a Branch Chief, GS-14; an IA-able GS-13 Senior Analyst or Senior Research Compiler (IO Cartographer); an IA'able GS-12 Analyst (the journeyman

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level) or Research Compiler (IO Cartographer); and an IA-able GS-11 Junior Analyst or Junior Research Compiler (IO Cartographer). This structure recognizes the actual use that must be made by the Branch Chief of certain subordinates who have proven broad capability and experienced judgement. One of the Senior Analysts or Senior Research Compilers (IO Cartographer) in such an organization would be designated Assistant Branch Chief to function principally during the Branch Chief's absence. This would be in addition to his standard responsibility.

By effecting the proposed change in grade structure and position description, the Agency will be better able to keep its most valuable geographic analysts and senior research compilers where they are most needed. At present we face the possible loss of such specialists each time a minor supervisory job opens elsewhere in the DD/I. Because of the incompatibility of the GS-12 ceiling with higher-graded senior analyst positions in the ERA, OCI, OSI, and ONE, we also now contend with legitimate dissatisfaction which can culminate in the departure of the employee for other positions elsewhere in government or in the business or academic world.

The character and complexity of geographic research and cartography has changed greatly since the D/GG and D/GC position descriptions were originally prepared. In the Geography Division, senior analysts are now required to produce special analyses of situations of immediate concern to high policy and planning staffs, contributions to National Intelligence Estimates, and occasional high-level briefing papers, none of which

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responsibilities was prevalent in 1954. At the same time, the involvement of the Division in support of clandestine operations has changed from preparing contingency studies to a much more demanding effort directed at fulfilling critical needs of the clandestine services for geographic analyses bearing on current paramilitary, psywar, and economic warfare operations. As a result of these changes, and the associated changes in liaison and coordination, a more sophisticated expertise is now required of the senior analyst. In the Cartography Division, greater emphasis has been placed on substantive research and analytical work in support of a greater variety of requirements. This has required senior research compilers to develop a substantive expertise within their regional responsibility. There has been increased liaison and coordination activities related to substantive responsibility and resulting in effective contributions. Increased requirements for support of clandestine operations has levied exacting requirements for the production of maps uniquely designed and produced for the support of critical operations. The availability of new sources of information has required the development and new application of cartographic techniques to meet new demands.

Revised job descriptions reflecting the changes in character of work and responsibilities are submitted herewith.